

# AJ Musselman

Senior Customer Experience Operations Leader

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## SUMMARY

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Senior CX Operations leader specializing in building infrastructure and scaling teams, from pre-launch to enterprise. Deep expertise in BPO and vendor management, SOP design, QA frameworks, and knowledge management, with a track record of cross-functional collaboration and KPI-driven performance reporting. Skilled in CRM implementation and people management, with a foundation in Trust & Safety. **Gorgias Certified Admin** and **Gladly Team Manager Certified**.

## SKILLS

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BPO Management · People Management · Voice of Customer · 3PL & Vendor Management · QA Frameworks · SOP Design · Knowledge Management · Cross-Functional Collaboration · KPI & Performance Reporting · CRM Implementation · Trust & Safety

## PROFESSIONAL EXPERIENCE

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**Grüns Nutrition — CX Operations Manager** 2025 - Present

*Enterprise wellness company operating across DTC, Amazon, TikTok Shop, and retail.*

- Lead CX operations for a multi-brand \$500M wellness enterprise, managing Gladly routing, SOPs, QA frameworks and calibrations, and ERP/fulfillment escalations across DTC, Amazon, TikTok Shop, and retail

**Juice Beauty — Customer Experience Manager** 2024 - 2025

*Vegan skincare and beauty brand operating across DTC subscription, Amazon, and Ulta channels.*

- Reported to the GM of Digital and E-Commerce, owning CX Ops, SOPs, macros, VoC Insights, and performance reporting
- Implemented Gorgias CRM, transitioning the brand from Outlook and reducing ticket volume by **14%** and FRT by **37%**
- Managed an in-house CX Lead, including performance scorecards, timecard management, coaching, and training
- Led CX team to maintain **4.56/5 CSAT (91%)** and a **16%** ticket automation rate through process improvements
- Launched and executed a surprise & delight strategy, gifting product to targeted customer segments to drive loyalty

**New Theory Ventures — Customer Experience Manager** 2020 - 2023

*Venture fund and operator supporting women-led and diverse consumer brands.*

- Reported to the VP of E-Commerce, building end-to-end CX infrastructure for GXVE Beauty by Gwen Stefani and SELF/ish Skin, including Gorgias, omnichannel support (including TikTok Shop SLA management), help center, SOPs, and BPO management
- Oversaw an offshore BPO CSR team through training, coaching, performance reviews, and QA, maintaining **sub-10-hour** FRT and **90%** CSAT across both brands while owning the BPO vendor relationship
- Produced weekly and monthly VoC and Customer Support metrics reporting to inform cross-functional decisions, surfacing product defect trends that drove packaging and shipping improvements
- Served as Trust & Safety escalation point for all adverse reaction reports across both brands, managing each case end-to-end

## TOOLS & SYSTEMS

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**CX & Helpdesk Platforms** Gladly · Gorgias · Zendesk · Help Scout · Siena AI · Stella Connect · SolidRoad

**E-Commerce & Logistics** Shopify · Amazon Seller Central · TikTok Shop · Skio · Smartrr · Yotpo · Loop Returns · Social Snowball · Klaviyo · PostScript · Fulfil

**Analytics, AI & Productivity** Metabase Dashboard · Claude · ChatGPT · Notion · Confluence · Loom · DataGrail

## EARLIER EXPERIENCE

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### **ZipRecruiter — Trust & Safety Associate II**

2019 – 2020

*AI-driven employment marketplace, one of the largest job platforms in the US.*

- Reviewed high volumes of employer accounts and postings, using internal and external resources to authenticate holders, detect fraudulent activity, and protect job seekers from data harvesting and platform misuse
- Interviewed job posters and conducted content moderation to ensure policy compliance, removing non-compliant listings including discriminatory, misleading, or prohibited content

### **Uber — Investigator II, Trust & Safety Investigations**

2014 – 2018

*Global rideshare and delivery platform operating in 70+ countries.*

- Investigated high volumes of business-critical Trust & Safety cases, including assault, accidents, severe injury, and fatalities, conducting structured interviews and exercising sound judgment on complex, high-stakes matters
- Partnered with Legal, Comms, Claims, and Insurance to drive policy-compliant resolutions, leveraging GPS and platform data to render final access decisions for riders and drivers

### **Delta Air Lines — Flight Attendant**

2011 – 2013

*Major global airline operating 10+ aircraft types across domestic and international routes.*

- Executed safety and security procedures, including emergency response protocols and regulatory compliance, across 10+ aircraft types on domestic and international routes
- Delivered high-touch customer service across a range of cabin configurations and flight lengths, from short domestic hops to long-haul international routes

### **Compass Airlines — Flight Attendant**

2007 – 2011

*Delta Connection regional carrier operating 76-passenger, two-class regional jets across domestic and international North America.*

- Maintained safety and security standards, including emergency response and regulatory compliance, across 76-passenger regional jets on domestic and international North American routes
- Provided attentive, efficient customer service as part of a compact cabin crew on regional jets, supporting high-frequency, quick-turn flights across North America